

# What Makes a Partnership Click? <sup>1/</sup>

## • Compatability

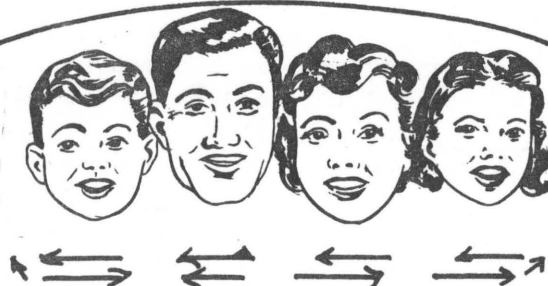
\* A genuine respect for each other

## • Satisfying Family Needs

## • Setting Goals and Planning

\* A desire to plan and work together

(Assuming AN ADEQUATE RESOURCE BASE)



## Compatability

There is a reason why everyone thinks the way he does. We all have different values, needs and past experiences. When conflict occurs between two people the wise one is patient and tries to understand and realize that there are generally sincere reasons for the differences. The less wise might lose their temper, criticize or belittle the other person.

"We see things not as they really are, but as we are." Our past experiences, environment, and training determines to a great extent how we perceive what we see and hear. This reality causes us to sometimes draw the wrong conclusions and to be misunderstood. It takes a lot of patience and understanding to really listen. As the old saying goes, "What was said wasn't what was meant" and "what was heard wasn't what was said." Concentrate on listening to improve your two way communications.

Compatability within a family circle and between families especially of different generations, doesn't just happen. There should be a desire on everyone's part to try to respect the other parties' views, plans, and values. A value is something we hold as good; we prize or cherish it. Values are basic to good management. Our values help judge our actions. Decisions based on

<sup>1/</sup> Prepared by J. E. Moore, Extension Economist, Farm Management, OSU, February, 1976.

well defined values can help accomplish planned goals. A goal is the end which you would like to achieve. So trying to identify the different values held by the other parties in a joint venture is basic to establishing attainable goals or objectives. Equally important is satisfying the needs of each party.

## **Satisfying Family Needs (assuming an adequate resource base)**

Our economic crisis often develops because our wants are too far above our real needs. Consider the following needs:

\* Physical needs - food, shelter, rest, etc.

Adequate housing means separate living unit for each family with modern facilities. The income draw from the business for each family needs to cover costs of food and other living expenses.

\* Safety needs - protection from danger, income security, etc.

Physical danger while on a job is a fear. Uncertainty of continued employment and a reasonable projected income is a powerful motivator when thinking of safety needs. Your plans must include a competitive standard of living for all parties.

\* Social needs - acceptance by his family, working associates and community.

Once man's physiological and safety needs are satisfied, his social needs become the important motivators. Man has a need for belonging to the family group as well as to non-family groups. He has need for acceptance by his fellows for giving and receiving friendship and love. A wholesome attitude to foster this need should exist.

\* Ego needs - self esteem, reputation, status, appreciation.

Man likes to achieve, but he likes to know other people realize he has achieved. The need for the development of self-confidence and independence are great for most individuals. Look for the good in others and tell them about it. Give opportunity for recognition within your business and outside the business. Provide and encourage self-development opportunities.

## **Setting Goals and Planning**

The process of setting goals aids in improving compatibility and in making sure important needs will be satisfied. Farm businesses don't plan to fail, but they sometimes fail because of no plan. Setting goals or objectives is a first step in planning. They help us identify where we are aiming or what we are trying to do. "For him who knows not for what port he is bound, no wind is favorable." So identify the ports and set sail. Some goals will be short-run and others long-run. They can be listed by what you would like to have accomplished within the next month, six months, a year, five years, twenty years, etc. Goals need to be reviewed from time to time, especially at each major change in the family's life cycle or circumstances.

The principal factors that affect a family's needs and desires and the ability to meet them are:

- \* Available resources - amount of land, capital, labor and management ability.
- \* Housing available
- \* Size and stage of family life cycle
- \* Experience, training, and ability of parties involved - for work on or off the farm.
- \* Health - state of health of all the individuals concerned.
- \* Interests - talents, hobbies, ambitions, etc., of individuals.

Assuming we decide to start our planning by setting down some goals based on the factors listed above, then each family in the partnership needs to do some home work to delineate their specific desired aims or goals as part of the basis for the business goals setting process. A goal is generally a statement of how you plan to solve a problem or concern. In order to attain desired understanding and good communications concerning goal setting and action, all parties in the business need to assist in determining the goals. A few common farm business problems or questions to help with the goal setting process might be:

1. What are the restrictions to higher income?

Goals may be - To obtain and milk 20 more cows by May 1, 1976;  
and/or  
to rent at least 100 more crop acres next year;  
and/or  
to increase litter size from 6 pigs per litter to 8;  
etc.

2. Other questions that might be restated in the form of goals:

What are the alternatives for additional income to improve living standards?

Where are the best opportunities for our limited capital?

How big should our business get?

Setting goals for each family and for the partnership or farm business will help give the families and the business direction.

In summarizing the planning process briefly, we must:

1. Face the problems
2. Set some goals to solve the problems
3. Figure out the cost in money, time and energy. If still feasible then--
4. Take action
5. Check results and keep everyone informed.

Don't expect miracles, but planning gives direction, helps people to have more with less, helps families stay together, avoids some worry and family squabbles. It will help improve your management because clearer thinking brings about more direct action. Action has to result or no progress takes place.

"The reason many ships never dock is that they never set sail."